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Programme Services
Mid-Year Report

International Federation
of Red Cross and Red Crescent Societies

SC2 31/08/2012

This report covers the period 01 January to 30 June 2012, and has links to 7 individual sector reports.

A volunteer or representative of the Red Cross Red Crescent is often the first point of contact for those in crisis. June 2012. Italian Red Cross/IFRC

Overview

The **programme services business group** has the lead responsibility to oversee delivery on Aims 1 and 2 of *Strategy 2020* while providing substantive support to achieve Aim 3.

The teams in programme services provide technical assistance, operations support and quality assurance of IFRC programmes and services in both emergency and long-term development contexts. They ensure development of related policies, concepts and operational frameworks as well as substance and thematic input to our humanitarian diplomacy efforts (representation, advocacy and resource mobilization) around the globe.

The business group consists of disaster management teams covering functions related to disaster risk reduction (DRR), community preparedness, climate change, food, nutrition and livelihoods; disaster and crisis management; shelter and settlement; logistics; health and security. It also includes cross-divisional functions such as social services and migration; policy support; information and knowledge management; global programmes grant management; and supplementary services.

This mid-year report summarizes sector specific achievements which have concurrently contributed to the achievement of the objectives included in the results matrix annexed to the Secretariat Long-Term Planning Framework 2012-2015.

Sector and/or department mid-year updates are linked to this document and provide an overview of the operating context that has affected their respective work during the period.

Working in partnership

Due to the extensive work this business group carries out with operational partners, it is not relevant to use this document to cover them all. Under Business Line 4 some examples of global partnerships that have been developed to support the delivery of our programmes are being provided. Further details can be found in the individual sector mid-year reports.

Progress towards outcomes

Business Line 1: Raise humanitarian standards

OUTCOME: *Uplifted thinking that inspires and underpins our services to maintain their relevance in a changing world, along with increased magnitude, quality and impact.*

Measurement			
Indicators	**BL**	**Annual Target**[1]	**Year to Date Actual**
Percentage of National Societies reporting strengthened professional qualifications and competences of their staff and volunteers. Not able to collect relevant data on this indicator. It is suggested to refer to the sector plans for more specific measurements.	**N/A**	N/A	N/A
Percentage of emergency operations and long-term programmes meeting minimum quality standards.	**N/A**	**100%**	100%
Revised *Principles and Rules for Disaster Relief*	**Current version**	New version developed	First draft developed

Comments on progress towards outcomes
The effort to reach and reinforce minimum quality standards is being promoted in all sectors. When it comes to emergency operations, quality control has improved thanks to the revised global disaster response operational procedures (SOPs) and systems including performance benchmarks and triggers, revised emergency appeals, DREFs and plans of action templates, and revised emergency assessment guidance (needs assessment). The National Society consultations for the revision of the **Principles and Rules (P&R) for Disaster Relief** commenced in May 2012. 155 people from 69 National Societies actively participated in 5 consultation meetings in 4 Zones. Additionally, a Secretariat Working Group has been established to oversee the drafting of the revised P&R document which will commence in Q3 of 2012. The plan is to disseminate a first draft to all NS for comments at the end of 2012 or early 2013 – dependent upon completion of the NS and expert groups consultations.

OUTPUT 1: *Strengthened professional qualifications and competences of staff and volunteers at all levels through <u>technical guidance, training and use of best practices on disaster management and development / health work</u>.*

Technical support has been provided to NS's in increasing their capacity to develop and implement integrated **climate-proof community-based programmes** in disaster preparedness (DP), risk reduction, food security, nutrition and livelihoods. Technical inputs have been provided to the Africa and Asia Pacific zones in developing the Disaster Management Framework of Africa and identifying the role of the social capital in reinforcing community resilience.

Support to governance to deliver appropriate disaster and crises management policy guidance (including revised **Principles and Rules for Disaster Relief**) has been provided during the reporting period. In terms of policy guidance, the resilience concept, which underpins our operational framework, will be further elaborated in a holistic resilience paper. The paper will conceptually bring together the different initiatives and approaches that aim to build resilience at various levels across our technical areas (e.g., health and nutrition, livelihoods, food security, shelter).

Promotion and dissemination of **Sphere minimum standards** for humanitarian response has continued, with the standards now referenced in the draft DM Strategic Operational Framework. Sphere standards are also referenced in all Emergency Appeal documents, and the inclusion of Sphere training, technical assistance as well as handbook dissemination in planning and budgeting is routinely encouraged.

In order to provide National Societies with appropriate technical support and knowledge to implement quality health programmes, work has focused on malaria-related activities in Burkina Faso, Kenya and Togo. Additionally work has continued in CBHFA research areas and mapping tool development for MNCH.

Shelter capacity building activities continued with the tenth edition of the **shelter technical training** being held in the Netherlands in July and the ninth edition of the cluster coordination training which took place in June in Spain. Support was given to two regional technical trainings with a specific shelter focus, in Mexico and in Israel. The IFRC shelter technical training has received its accreditation from the Oxford Brookes University in the UK and has become a master’s level course. Other training initiatives are underway and existing ones are continuously being improved.

Awareness on IFRC **Policy on Migration** has been raised through a quarterly newsletter highlighting National Societies’ initiatives and activities on migration, as well as through meetings, briefings and side events with governments, international organisations and other NGO stakeholders. Collaboration with UNODC, OSCE, GFMD, UNHCR and other UN agencies was strengthened on this topic. Awareness of the Resolution on Migration adopted by the 31st International Conference, as well as other commitments made during the Conference was also raised through communication strategies and the use of opportunities at suitable international conferences and meetings.

OUTPUT 2: *Developed and agreed upon criteria for rating the disaster and development (including health) programmes and services of National Societies, and their impact on the lives of vulnerable people.*

This output is removed as found not relevant under this BG framework.

OUTPUT 3: *Lessons learned from relevant initiatives such as the IFRC global study on community resilient characteristics, urban sector DRR study, well-prepared National Society self-assessment work or the influenza programme review are provided to facilitate the establishment of a databank of objectively-analysed National Society capacities that creates greater self-awareness of their profile at all levels, services, strengths, gaps, and their future potential for boosting their own development.*

This output is removed as found not relevant under this BG framework.

Business Line 2: Grow Red Cross Red Crescent services for vulnerable people

OUTCOME: *Increased share of consistent and reliable Red Cross Red Crescent action in support of communities affected by disasters and crises.*

Measurement			
Indicators	**BL**	**Annual Target[1]**	**Year to Date Actual**
Amount in Swiss francs of emergency appeal and DREF operations combined.	**326.5 m**	No target	247.3 m (see below)
Percentage of National Societies using national, regional and international disaster response tools.	**65%**	**70%**	41% using 90% aware
Percentage of emergency operations with beneficiary participation/communications built in programmes and services.	**N/A**	**50%**	69% (see below)
Percentage of National Societies supported with systematic logistics capacity enhancement.[1]	**0**	14	3
Percentage of subscribers to the disaster management community of practice.	**N/A**	No target	3% increase

Comments on progress towards outcomes
EA & DREF operations combined, amounted to CHF 326.5 million in 2011. This amount reflects the annual 2011 portion of any DR operation and not the Appeal budget. Comparatively, for the first 6 months of 2012, the amount is CHF 247.3 million. The number of National Societies reporting through various data collection mechanisms (including FWRS and DFID questionnaire to NSs), that they are either aware or using all of the main international and regional disaster response tools (Regional Disaster Response Teams (RDRT), Field Assessment and Coordination Teams (FACT), Emergency Response Units (ERU) is very high, with above 90% of NS aware or using at least one tool, and almost as many aware or using all three tools. If we however look at the figures for **actual use of any one tool, this is significantly lower (41%),** although this is quite expected and normal given that different disasters scenarios required different types of international support. In 2011 for instance, we reported 85 DREF operations and 26 Emergency Appeals (EA) - 111 operations in total. 20 out of 111 reported use of RDRT during the response phase. Worth noting that use of National Disaster Response Teams (NDRT) to support EA is higher: 27%. Statistics also show that for 399 notified events, 389 NS interventions were reported. For the first half of 2012 (up to May 2012), DMIS figures show 163 notified events or National Societies active in operations, with 30 RDRT deployments. The indicator on beneficiary participation is somewhat difficult to provide very precise figures on, given the subjective nature of what is “participation”. In the survey carried out to monitor the DFID partnership in 2011, **66% of the 43 NS** questioned responded that more than a quarter of their operations included beneficiary

[1] “Supported with capacity enhancement” National Societies are supported in three aspects 1) to evaluate their logistics requirements; 2) have a development plan to ensure they can access the required capacity; and 3) have measurement system in place to track performance and make proactive adjustments.

participation being built in (44% replied that over half of their operations had built in participation).

This figure can be cross-referenced with a review of all Emergency Appeals and DREF operation plans for 2011, analysing the content for evidence of participation. This analysis showed that **72% of these secretariat-supported** operations had at least some element of beneficiary participation included (meaning that there was some kind of consultation with the beneficiaries during the operation).

The average of these two figures gives an overall estimated figure of **69% of response and recovery operations which included beneficiary participation** (whether supported internationally or managed only with domestic resources).

During the reporting period the **Global Logistics Service** (GLS) initiated a project to develop a systematic approach to logistics capacity enhancement in National Societies. The NSLCE (National Society Logistics Capacity Enhancement) is a procedure and tool that supports persons involved in developing the logistics capacity of National Societies. The NSLCE approach is based on three fundamental elements:

- The National Society recognizes the importance of logistics and has the ambition and resources to develop capacity
- The logistics capacity requirement of the National Society can be calculated by analysing its national and international role and responsibility
- The capacity calculation, planning and implementation has to be carried out by professional logisticians

The process and tool will be tested with three pre-selected National Societies. During the first half of 2012 the skeleton of the process and tool were completed and the NS to be considered have been shortlisted (Chile, Uganda, Thailand). The testing will take place in September and then rolled out to the Zone Logistics Units in November. The NSLCE project will provide a systematic and replicable process to ensure all NS have or can develop appropriate logistics capacity, with indicators that can be reported across the Federation.

The **Disaster Management Community of Practice** has reached a total of 864 members with 26 new subscriptions since beginning 2012. During this period, DMCOP has facilitated discussions and shared documents on the following topics:

- Nuclear Disaster Preparedness, in support of the working group meeting organised in May jointly with the Japanese RC;
- Contingency Planning Guide, cash transfer - based programming, migration projects and partnerships, as well as studies on the characteristics of resilience and critical factors for successful – community based DRR.

OUTPUT 1: *Enhanced <u>Federation-wide Red Cross Red Crescent global disaster management system</u> aimed at ensuring both (a) effectively coordinated and scaled-up Federation-wide <u>mobilization of capacities and resources</u> to assist risk-informed preparedness, relief and recovery efforts of National Societies in tackling major disasters and crises which require collective international assistance; and (b) better <u>management of transition</u> from relief to recovery leading to strengthening of community resilience in the context of sustainable development, taking the impacts of climate change into consideration or phase out. <u>Relevant standardized tools</u> for supporting response, recovery, and DRR interventions are developed, refined and disseminated.*

The global disaster management system was activated to respond to a total of **18 Emergency Appeals** which were launched during this period for CHF 81m to deliver assistance to a total of some 2,272,052 people, and **73 DREF allocations** were made for a total of CHF 11.8 million for 4.1 million beneficiaries.

Emergency Appeals included: Africa: 14 Appeals were launched for a total of CHF 51.6m to assist 1,801,852 beneficiaries. Americas: 1 Appeal was launched for CHF 503,659 to assist 10,000 people; Asia & Pacific: 2

appeals were launched for a total of CHF 1,954,289 to assist 210,200 people; MENA: 1 appeal was launched (6 July) for CHF 27.5m to assist 250,000 people and all benefited from DCM support and quality assurance.

DREF (both DREF grants and for start-up funds for emergency appeals): in summary, 73 allocations were made for a total of CHF 11.8 million for 4.1 million beneficiaries. Africa: 34 allocations for a total of CHF 6m to assist 3.6 million people. Americas: 9 allocations for a total of CHF 1.6m to assist a total of 119,195 people; Asia & Pacific: 4 allocations for a total of CHF 528,465 to assist 262,700 people. MENA: 4 allocations for a total of CHF 660,563 to assist 30,900 people. Europe: 22 allocations for a total of CHF 2,907,368 to assist 86,278 people. DREF ended the second quarter with a balance of CHF 8.2 million.

DREF grants: 61 allocations were made for CHF9, 385,303 for 3,504,306 people (80%). DREF loans for EA start-up: 12 allocations were made for CHF 2,395,142 for 639,440 people (20%).

The IFRC recognizes the need to ensure that our disaster and crises response systems are broadly compatible with those of other agencies. To this end, the IFRC continues to develop systems and tools that strengthen our capacity to respond and complement the IASC Transformative Agenda. These include the **Head of Emergency Operations** (HEOPs) pool which provides strengthened operational leadership and coordination capacities, and improved strategic planning; continued improvement of our global surge capacity – including FACT, ERU, RDRT/RIT and FERST; the Secretariat **Global Disaster Response SOP**‟s which will ensure a rapid and unified response and enable strengthened accountability through defined disaster levels / categories and operational decision making framework; and finally a strengthened capacity for needs assessments with the development of new tools and guidance for integrated relief to recovery programming.

Aiming at providing appropriate operation support, the following deployments took place during the period:

- two HEOps deployments between May and July 2012 to the Sahel food insecurity operation and the Syria civil unrest operation.
- two FACT deployments during the reporting period, both in February, the first to support the flood operations in Mozambique and the second to support the food security operations in the Sahel region.
- three deployments of the Federation‟s Early Recovery Surge Team (FERST), through the British RC Household Economic Security (HES) roster. Livelihoods experts were deployed to work with the Philippines RC to support the livelihoods recovery needs of populations affected by typhoon Nesat and Nalgae through in kind and cash-based mechanisms and to the Sahel as a livelihoods and food security FACT team member, to provide analysis and inform resulting emergency appeals for NSs in the region.

IFRC continues to lead the **shelter cluster** at the global level, and engages in different inter-agency initiatives to improve the quality of shelter responses worldwide. At the beginning of the year, IFRC deployed a coordination team to the Philippines following the tropical storm Washi and successfully coordinated the shelter agencies in the emergency phase.

OUTPUT 2: *National Societies are assisted to build-up robust essential preparedness, response, and recovery capacities that also integrate risk reduction measures and enable them to deal predictably and effectively with anticipated disasters and crises, through (a) agreed operational framework for integrated approach to preparedness, response and recovery that includes relevant aspects related to risk reduction, health and work in rural and urban settings; (b) improved exchange of knowledge and experiences via the online community of practice; and (c) appropriate instruments developed for advocacy purposes.*

Considerable progress has been made on the **Disaster Management Strategic Operational Framework (SOF)**. A discussion paper was developed and shared with the global DM team for comments and discussion during the annual Disaster Managers Coordination meeting held in January 2012. On the basis of the positive feedback received a draft DM SOF document was developed during Q1 and Q2 2012 and will be presented for internal discussions and finalization in Q3.

The **Global Disaster Response SOPs** were drafted and disseminated to key stakeholders in the five Zones for comments. The DR SOPs will be further revised on the basis of Zone feedback during Q3 and then shared with a broader IFRC audience (including DMWG members) for comments and final revisions ahead of being presented to the GSMT for endorsement/approval in Q4 2012.

A first draft of **cash based programming SoPs** for the IFRC Secretariat has been developed by a working group consisting of programming, logistics, security, finance, audit and risk management and legal functions at the Geneva level. The draft is currently being circulated for comments from Zone colleagues and key Movement stakeholders. A final draft should be approved by the end of 2012 ready for zonal level adaptation as necessary and piloting through future operations in 2013.

Climate Change Mitigation (CCM) has progressed at various levels. The **guidelines on mainstreaming DRR and CCA** have been drafted and are expected to be completed in the second half of 2012. At the institutional level, a carbon footprint reduction team (CFRT) has been formed and the IFRC's carbon footprint methodology and action plan have been drafted. At the zonal, regional and national levels a carbon footprint focal point has been identified. In parallel, work continued on the identification and reduction of greenhouse gas emissions from relief operations. For instance the IFRC and the INSEAD (The Business School for the World) are working together on a case study in Pakistan to map the carbon footprint of the IFRC's flood operations and thus identify the sources of environmental impact in the end-to-end supply chain. The carbon footprint report, once finalized, will be shared with the zonal, regional and national offices, so that the zones can replicate the same exercise.

Having completed interviews, consultation and literature review in 2011, the development of a **Community Early Warning System (CEWS) guide** has entered a second phase of extended literature review of 450 documents, gap analysis and inventory of good practice and lessons learned, involving partners in different regions. The first draft guide has been revised in June. The development of this guide is closely coordinated with the West Africa initiative on CEWS. Details of this process can be found at:
https://sites.google.com/a/email.arizona.edu/ews/project-definition

In coordination with the Americas and Asia Pacific zones, a RCRC approach to **urban risks** is currently being developed. The Americas zone finalized the contextual framework and methodological approach for DRR in urban context, through an extensive consultation process involving civil protection agencies, NGO's, local organizations, DRR experts, academic sectors and NS's. The Asia Pacific zone commissioned an urban sector study aimed at identifying a RCRC niche in urban risk reduction programming, which resulted in the production of a final report titled "Programmatic directions for the RCRC in building urban community resilience in the AP region".

Technical support has been provided to NS's and zones in Africa, Europe and Central Asia and MENA in the areas of food security, livelihoods and nutrition. 29 NS's in Africa are currently engaged in FS, nutrition and livelihoods programming.

Technical assistance for various cholera outbreaks (Lake Chad Basin, West Congo Basin, Lake Tanganyika, Horn of Africa); yellow fever outbreaks (Senegal, Ghana, Burkina Faso, Cameroon); and polio outbreaks (Cameroon, Kenya) and other health-related emergencies has also been provided. The IFRC cholera guidelines production is underway, and the influenza component of the ECV manual has been revised with the production of the manual in its final stages.

The capacity building focus of the **Shelter and Settlements** plan is to establish standardized shelter trainings at the global, regional and country level as appropriate and to ensure that the shelter components of other institutional trainings are consistent with agreed IFRC terminology and approaches to sheltering (relief ERU, FACT and RDRT trainings). In keeping with this strategy, preparations for the 10th edition (since 2006) of the global shelter technical training (STT) was undertaken in the reporting period. The training consists of a five-week online distance learning (estimated 50 hours of study) and a six-day residential component. Additionally, a number of tools and publications have been finalized and produced. These include Sustainable

Reconstruction in Urban Areas (IFRC/SKAT), Assisting Host Families and Communities in Crises and Natural Disasters (IFRC), Shelter Projects (IFRC/UN-HABITAT/UNHCR), Post-disaster Settlement Guidelines (IFRC), Post-disaster Community Infrastructure Rehabilitation and (Re) construction Guidelines (IFRC).

In terms of information and knowledge management, the "**Operations-at-a-glance"** communication tool was developed to provide National Societies and international disaster management staff with a regular (monthly) snapshot of IFRC operations together with access to more detailed information. Maps were produced for all Emergency Appeals and a process established to clarify the status of territories (according to the IFRC) to enable proper operational coding and mapping. Early warning messages and seasonal forecasts were shared in a timely way with relevant stakeholders in the field.

Business Line 3: Strengthen the specific Red Cross Red Crescent contribution to development

OUTCOME: *Appropriate capacities built to address the upheavals created by global economic, social, and demographic transitions that create gaps and vulnerabilities, and challenge the values of our common humanity.*

Measurement			
Indicators	**BL**	**Annual Target[1]**	**Year to Date Actual**
Percentage of National Societies with community-based risk reduction programmes in high risk communities.	**85**	2% increase	Data not available at mid-year
Percentage or # of NS implementing community health programmes using CBHFA approach to strengthen community resilience. (see below explanations)	**85**	**N/A**	Data not available at mid-year

Comments on progress towards outcomes
The number of people covered by Preparedness and Risk Reduction Programmes in 2011 was approx. 68 million (data collected from 80 NSs through the FWRS). In view of recent developments with the holistic approach to health and resilience, the difficulty to measure results and the gradual alignment of the CBHFA approach with the IFRC's development and resilience agenda, the indicator for health has been changed to: "*Percentage of NS implementing community health programmes using CBHFA approach to strengthen community resilience."* The 2011 CBHFA mapping showed that over 85 National Societies are implementing community health programmes using the CBHFA approach, with direct support from the IFRC and 18 Participating National Societies. A total number of 2,308,065 beneficiaries were reached.

OUTPUT 1: *Wider understanding, both internally and with external stakeholders, of the Red Cross Red Crescent approach to longer-term sustainable development is promoted through the development of strategies, guidance for policies and position papers, relating to the prevention and reduction of risk and vulnerability and the strengthening of community resilience.*

Efforts have been made to provide policy and operational guidance to National Societies (NS's). The IFRC's **livelihoods strategy and climate change strategic framework** have been drafted. As partly mentioned under Outcome 2, various guidelines and tools are under development, including the guidelines on mainstreaming DRR and CCA, the community early warning systems (CEWS) guide, DRR key messages and booklets for VCA use in climate change and urban contexts. A draft action plan for the IFRC carbon footprint has been made to raise awareness, collect data and compute the carbon footprint of IFRC Secretariat in Geneva.

To conceptually consolidate the various resilience approaches and establish its own definition of resilience, the IFRC Secretariat has developed a **concept paper on resilience** in consultation with various departments and people concerned within the IFRC. Based on the common understanding of resilience provided by this paper, it is also planned to revise the Framework for Community Safety and Resilience (FCSR) in order to provide operational guidance to National Societies. The draft revised FCSR is expected to be ready for consultation with zones and NS's in the second half of 2012.

Extensive conceptual development work has been carried out in **technical health-related areas** as well as in cross-sectoral areas, with tools, guidelines, case studies and conceptual frameworks now available in FA, CBHFA, NCDs and MNCH. With regard to promoting longer term sustainable development it is worth mentioning that IFRC, as a member and vice chair of the steering committee, funded and supported the development of the GAVI Alliance Civil Society Organisation (CSO) Constituency e-communication platform.

In addressing the issue of reducing shelter and settlement risks and vulnerabilities, the **Participatory Approach to Safe Shelter Awareness (PASSA) tool** was completed in 2011 and in 2012 efforts focused on its roll-out. A ToT was co-organized with Habitat for Humanity in Nicaragua and the manual has been translated into Spanish. Habitat for Humanity is a solid and strategic partner in roll-out efforts, and discussions are ongoing about how to replicate the Nicaragua experience in other parts of the world. The roll-out strategy for PASSA for 2012-2013 has been established at global level to inform decision-making, request funding and allow National Societies to receive trainings.

The Disaster and Crisis Management department has re-created a **global RDRT focal point** to provide technical support to Zones in ensuring globally coherent tools, training, standards, and procedures. Also worth mentioning is the work on **volunteer insurance**. To date, 100% of DREF proposals and EA"s have considered and/or included volunteer insurance in narrative and budget.

OUTPUT 2: *Integrated programming mechanisms are adopted through revision of existing tools such as the "Better Programming Initiative," "Vulnerability and Capacity Assessments" and "CBHFA," to include cross-cutting issues and with a specific focus to participatory processes that will contribute to healing divisions and promote social integration particularly within marginalized communities and individuals and the rest of societies.*

In line with a recommendation of the vulnerability and capacity assessment (VCA) review in 2011, two complementary booklets on **VCA use in climate change and urban contexts** are being developed based on interviews and researches carried out in the Americas and Asia Pacific zones.

In contributing to social integration, the work carried out by the **migration** unit with National Societies has allowed to progress in the identification of projects to prevent human trafficking, by focusing on strengthening National Societies' capacities, raising awareness and promoting the creation of partnerships among the Movement and external stakeholders. Project proposals have been finalised in all five zones and funding is being sought for these.

The migration unit has worked closely with the health team on issues relating to health inequities towards migrants and provided support to the implementation of the relevant 31st International Conference resolution.
On **youth and migration**, the unit has provided support to the implementation of the relevant 31st International Conference resolution and to the organization of the 2012 Global Youth Conference. The unit will

work closely with UNICEF and the Global Migration Group in the development of a joint thematic report on "Youth and International Migration: Challenges, Opportunities and Capabilities" and preparations for the High Level Dialogue meetings in 2013.

With regard to **labour migration**, support has been given to inter-regional initiatives, especially between National Societies in the Asia-Pacific, MENA, Europe, CIS and Central Asia Zones around the situation and protection needs of domestic workers and within Africa in the context of current labour movements.

OUTPUT 3: *Consolidated, innovative and fresh ways of social mobilization are effectively developed with and applied to the area of programme services.*

Innovative and good practice approaches to DM programming are being developed, piloted and promoted for scale-up where appropriate - with a focus on the expanded use of cash in emergencies, market assessment methodologies, contingency planning, simulation, and use of needs assessment software.

Born as an initiative of the Benelux Red Cross societies in 2010, the **IFRC Shelter Research Unit** (SRU) has been formally established in July, following the signing of a memorandum of understanding by all partners. The main objectives of the IFRC SRU are to map shelter solutions to analyze and therefore improve innovation wherever possible, through diversification and optimization of current practices. The IFRC SRU will interact with the academic research institutes and the private sector.

Current and new initiatives within IFRC on behalf of migrants have been supported and brought an integrated migration perspective to our work, especially in heath, disaster management/ services, principles and values, National Society knowledge development and humanitarian diplomacy. A database of contacts of migration focal points in National Societies, regions and zones has been established.

Joint National Societies' activities along migratory trails have been encouraged. These included mapping of current activities, production of a MoU template for National Societies exploring partnerships with external agencies, opportunities to work along migratory trails and compiling lessons learned and best practices from existing RCRC Movement partnerships. Pilot projects will be identified in the Asia Pacific and Mena Zones and implemented in the next six month period.

Business Line 4: Heighten Red Cross Red Crescent influence and support for our work

OUTCOME: *Evidence-based humanitarian diplomacy conducted to draw attention to the causes and consequences of vulnerability, giving voice to vulnerable people, and demonstrating the value of Red Cross Red Crescent humanitarian work and leadership.*

Measurement			
Indicators	**BL**	**Annual Target**[1]	**Year to Date Actual**
Percentage of annual growth of income for non-emergency programmes.	**92.26%**	2% of growth	55% coverage achieved
Percentage of funding against budget for programme services plans.	**90% (for all secretariat)**	**95%**	77% as of June 2012

Percentage or # of new alliances or partnerships that support programme services plans delivery.	**N/A**	**N/A**	34 Global (see below)

Comments on progress towards outcomes
Up to end of June 2012, funding against budget of secretariat long term operational (development) plans totalled CHF 117.4 million vs. an annual budget of CHF 176.2 million. To be noted that this annual funding includes deferred income (not recognised income in a given fiscal year). If we exclude the deferred income we come to an annual funding of CHF 97.4 million, which gives coverage of 55%. Available funding against budget for Programme services plans totalled as of June 2012, CHF 15.6 million vs. an annual budget of CHF 20.1 million (coverage of 77%). Available funding included deferred income. As of end of 2011, 34 Global Partnerships in total were reported including 4 new partnerships which developed in 2011 with: 1. The International Research Institute for Climate and Society (IRI): cooperation in the area of research, training, and project implementation. 2. The United Nations Office on Drugs and Crime (UNODC), in May: the relationship is being scaled up in relation to our HD efforts in the field of migration. 3. The African Union, in July: significant development as it gives opportunity to engage in key areas of work such as: food security, disaster laws, health issues, etc. 4. UN OCHA: covers cooperation in the area of Disaster Law More specific partnerships related to PSD portfolios are mentioned below and/or in the sector mid-year reports.

OUTPUT 1: *<u>Key evidence based messages and positions,</u> as part of on-going advocacy efforts are developed to enhance reach and quality of our programmes and services and better positioning of Red Cross Red Crescent activities.*

In collaboration with the Humanitarian Diplomacy Division, a concept paper is being developed for conducting a joint **Food Security (FS) campaign** with WFP, FAO, the International Food Policy Research Institute (IFPRI) and other agencies, at global and national levels with a focus on selected NS's. With the support of the Community Preparedness and Risk Reduction (CPRR) department, the Red Cross EU Office submitted a FS concept paper for the high-level panel discussion of the European Development Days (EDD) in October. This concept paper titled "No longer business as usual and investing in people and livelihoods for long-term FS", focuses on better understanding of long-term FS programming and integration, strengthening community resilience to reduce the risk of food insecurity among vulnerable populations and promoting the role of smallholder farmers as drivers of local development.

The key DRR messages, which complement the **Public Awareness Public Education (PAPE) guide**[2] and aim to build a culture of safety by conveying unified and strong messages, were revised in June. These revised messages are supposed to be used in PAPE, especially in campaigns, participatory learning and informal and formal education.

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[2] For more information please visit the following below: a) PAPE guide: https://fednet.ifrc.org/Global/Publications/disasters/reducing_risks/302200-Public-awareness-DDR-guide-EN.pdf; b) PAPE workshop report and PAPE Key Messages validation version: https://fednet.ifrc.org/en/resources/disasters/disaster-management/dm-resources/community-preparedness/guidance--tools/

The IFRC delegation led by its Under Secretary General and composed of representatives of the Secretariat and NS's participated in the **UN Conference on Sustainable Development in Rio** in June. In addition to attending various sessions and events, delivering key RCRC messages and developing networking and partnerships, the following events were organised:

- Panel discussion: "The Role of Women and Youth in Advancing the Food Security Agenda", jointly with the Brazilian Red Cross, FAO, UN Volunteers, Asian Farmers Association, IFOAM.
- Side event: "Resilient Cities - Fostering Local Action for Sustainable Development", in partnership with UNISDR, UN Habitat, International Council for Local Environmental Initiatives.
- Learning Session: "Vulnerability and Capacity Assessment: a Tool for Resilience Building".

The Rio Conference provided the IFRC with an opportunity to affirm its position as a development actor and strengthening partnerships with other agencies including FAO, WFP, IFOAM, the Swiss Agency for Development and Cooperation, the World Bank, UNV and the Global Alliance for Improved Nutrition.

Key global health issues in accordance with RCRC mandate have been addressed in international fora, with reference materials for effective advocacy being made available. Several events have been attended among which the World Malaria Day event at the EU Parliament in Brussels, One Health Summit in Davos, the World Water Forum in Marseilles, the Global Polio Eradication Initiative (GPEI) Partners meeting, and several others. These events were important opportunities for bringing recognition to the health work of the RCRC in terms of scope, scale and quality.

In the area of labour migration, human trafficking and smuggling, a number of Regional Consultative Processes (RCPs) have been attended, such as the Migration Dialogue for Southern Africa (MIDSA), Colombo Process, Bali Process, Puebla Process and Budapest Process. The migration unit also participated at a steering group meeting in the PERCO platform and provided input into working groups and other initiatives.

OUTPUT 2: *Strengthened <u>global partnerships and inter-agency collaboration</u> necessary for delivering our programmes and services (e.g., UNOCHA, IASC, WHO, UNAIDS, EU, UNISDR, World Bank, WMO, UNDP, UNV) in close cooperation with other business groups.*

Active participation in the work of the **IASC task force** for financing preparedness is to be reported, as well as a new partnership with the **Global Environmental Fund (GEF)** which now officially recognises the IFRC as one of its implementing agencies through access to GEF funding.

The IFRC and the International Food Policy Research Initiative (IFPRI) developed a publication "Reducing the Risk of Food and Nutrition Insecurity among Vulnerable Populations" and jointly launched it at the Secretariat in May in the presence of the Mexican Ambassador and representatives of UN missions, embassies, governmental and non-governmental organizations. An agreement was signed with the **Cornerstone Foundation** to support the development of the VCA online module. In accordance with its mission to empower communities by investing in and increasing the impact of non-profits that focus on education, job training, and disaster relief, the Foundation is developing partnership with the IFRC and other non-profit organizations in facilitating access to DRR training and database.

Strategic partnerships, in particular with governments, to anticipate global trends and emerging health issues, have been pursued during the reporting period. These partnerships are primarily with UN bodies, the cluster system as well as with other INGOs and RCRC National Societies. Additionally, networks of expertise have been set up such as communities of practice, the Global Reference Centre for FA, and others.

The IFRC continued to be represented in the **Steering Committee for Humanitarian Response (SCHR)** Principals and Working Group meetings and contributed to the development of inter-agency positions and work on: i) principled humanitarian action: ii) supporting greater coherence between the various quality and accountability initiatives (particularly The Sphere Project, HAP and People in Aid); iii) initial scoping work on a certification system; and iv) SCHR positioning on the IASC Transformative Agenda.

OUTPUT 3: *Appropriate funding mechanisms established (e.g., in the form of a community vulnerability/resilience trust fund) and maintained for predictable, needs-based and long-term resourcing for National Societies to support highly vulnerable communities in adapting to climate change, food insecurity, epidemics, disease and other identified local risks.*

In 2011 IFRC was granted ***multi-year* funding by DFID** as a contribution to the organisation key activities in relief and development, implemented through National Societies (NS) as part of one global strategic plan.

A sum of £28 million is made available for the period 2011-2014, as set out in the MoU and Business Case governing this partnership. A contribution of £12 million has been transferred for 2011-12. It covers primarily programme activities in forty three National Societies aiming at addressing various types of vulnerabilities, as well as some global programmes of the Federation. The remaining £16 million for 2013-14 are contingent to the results of the DFID MAR update, a process conducted in 2012 and aiming at assessing multilaterals' performance against their respective reform priorities. The outcomes of this process will be officially known in the autumn and will determine whether IFRC funding for 2013-14 is uplifted, flat-lined or reduced.

Internally, the Secretariat has established a mechanism for measuring the progress of implementation of the DFID funded portfolio. Through a dedicated DFID Grant Manager and in close engagement with the Zones and country offices, progress is assessed through several information sources. Prime source of information is by data collection though a questionnaire sent to all forty-three National Societies supported by DFID funding. This qualitative data is cross referenced with statistics and information continuously gathered and analysed through existing Secretariat systems which collect data globally: Federation Wide Reporting Databank; Financial systems, Disaster response rosters, Learning Platform, and the Disaster Management Information System.

Swedish Red Cross, one of the International Federation's long standing multi-lateral partners over the last decades, adjusted it's multilateral collaboration model with the Federation in 2011 towards more focussed and results based engagements from 2012. That resulted in the same level of multilateral funding to the IFRC but with fewer recipient programmes. The International Federation concluded an annual Framework Agreement 2012 with Swedish Red Cross about the modalities to implement a CHF 20-25 million grant with prioritised National Societies. A full time Programme Coordinator based at the Geneva headquarters was recruited early 2012 with the intent to intensify the relations between the national society and the IFRC. It is intended to extend the Framework Agreement in 2013, leading into a three year grant agreement between Swedish Red Cross and the IFRC. Swedish SIDA will conduct a comprehensive systems review of the Swedish Red Cross and the IFRC in the last quarter of 2012 in a process to verify the eligibility of multiple partners.

In 2011, the Federation was granted 3 million Euros by **DG ECHO** to support logistics capacity building and more precisely to contribute to the implementation of the logistics five-year strategic plan. This new agreement has a time-frame of 21 months (Jan 2011- Sep 2012) for which an extension of 3 months has been submitted in June. 2011 was dedicated to the building of the global platform which supports the expansion of the global logistics network. This has included preparatory work in terms of analysis and assessment of capacity and operational needs for further optimisation. In 2012, work has progressed in several areas. More details are available under the Logistics mid-year report.

The **Norwegian Red Cross** has secured a second three year agreement (2012-14) with the Norwegian Ministry of Foreign Affairs on Disaster Preparedness and Risk Reduction for approx. 6.7 million CHF annually.

Through identified programmatic activities, the Norwegian Red Cross will work with National Societies and the Secretariat to promote the implementation of five core components in disaster risk reduction;

- Risk Assessment, Identification and Prevention
- Community-Based Disaster Preparedness & Response Capacity
- Advocacy, Education and Awareness
- A Strong Auxiliary Relationship with National and Local Government
- Partnerships with International, Governmental, Non-governmental and Community-Based Organisations

The main programme areas include:
- Global programmes and strategic initiatives.
- Preparedness for international emergency response and recovery.
- Partnerships for disaster preparedness and risk reduction

The first agreement (2009-2011) was evaluated in May / June and the report stated overall good achievement of the previously set objectives. It was however recommended to adopt a more strategic way to support the IFRC DRR goals and build a business process around that strategy for the future.

OUTPUT 4: *Strategies are developed in collaboration with the humanitarian diplomacy business group for diversifying income sources for National Societies and the secretariat, exploring new and innovative partnerships – including public-private partnerships.*

In health, partnerships with the private sector (Land Rover for instance), with government agencies such as USAID and AusAid, as well as with UN agencies, are helping to raise resources in support of the Global Water Sanitation Initiative (GWSI), and other health-related programmes both at global, regional and country level.

In June 2012, the IFRC signed a partnership agreement with the Airbus Corporate Foundation which fosters cooperation between the partners, focusing on air transportation and logistics staff development. The Airbus Foundation commits to facilitate several flights a year for transport of Emergency Response Units (ERUs), emergency supplies and associated staff members. The partnership also enables the parties to tap into each other's knowledge base and training capacity for exchanging expertise and relevant experiences.

More is available under the individual mid-year updates.

Business Line 5: Deepen our tradition of togetherness through joint working and accountability

OUTCOME: *More effective work amongst National Societies through modernized cooperation mechanisms and tools, and a greater sense of belonging, ownership, and trust in the IFRC.*

Measurement			
Indicators	**BL**	**Annual Target**[1]	**Year to Date Actual**
Percentage of disaster operations which meet the criteria where an RTE was carried out.	**100%**	100%	100%
Percentage expenditure against budget of programme services plans.	**90% (for all secretariat)**	95%	65% as of June 2012
Number of innovative ways of working documented.	**N/A**	N/A	N/A

Comments on progress towards outcomes
The criteria for initiating an RTE is: *shall be initiated within the first three months of an emergency operation under one or a combination of the following conditions*: ***1)*** The emergency operation is over nine months in length; ***2)*** Greater than 100,000 people are planned to be reached by the emergency operation; ***3)*** The emergency appeal is greater than 10,000,000 Swiss francs; ***4)*** Greater than ten National Societies are operational with staff in the field. DCM has adopted a pragmatic approach to applying these criteria by focusing primarily on operations that met or exceeded the CHF 10m budget threshold. Only the Kenya and Syria appeals fell into this category, and both are still under consideration for an RTE. The Sahel food security also met these criteria but is considered a unique operation given the multi-appeal approach to respond to the needs. No single appeal or operation met the entire criteria threshold and therefore while a formal RTE was considered none was commissioned. In terms of mid-year expenditures vs. budget of programme services plans, this was at 65% at June 2012 with Mid-year Expenditure totalling CHF 5.9 million. In health a recent mapping exercise revealed some 13 innovative ways of working from use of mobile technology, social media communication, e-learning and other sector-specific innovative solutions. The Global Logistics Service maintains links with a number of academic institutions that are actively involved in researching new practices and innovative approaches in the field of humanitarian logistics. A close relationship is maintained with researchers affiliated with the BI Norwegian Business School and Lund University, Georgia Institute of Technology, MIT, University of Istanbul and INSEAD Business School, on the development of case studies among others. More on innovation can be found under the respective mid-year updates.

OUTPUT 1: *Compliance with IFRC Framework for Evaluations, and through individual plans, various tools – including RTEs – are used to ensure quality of services and assess impact of interventions on its stakeholders.*

In health, relevant quality standards and monitoring frameworks with their implementation and reporting guidelines are being made available. These include for instance a metrics to monitor and demonstrate progress in various health strategic areas; a mapping of GWSI projects as well as of health emergency work; a MNCH framework and so on.

A draft **monitoring and evaluation framework for DREF** was developed in Q2 and is now being piloted. The framework was based on feedback from the Zones and the DREF Advisory Group and will be accompanied by targeted monitoring missions.

The **Sahel Food Insecurity Operation** (7 EA‟s for some CHF 19.9 million supporting 1,070,408 beneficiaries) was **considered for RTE** but an evaluation was not launched due to priority being given to direct operational support. A real-time evaluation of the Syria Complex Emergency Operation will be proposed for Q3 2012.

OUTPUT 2: *Behavioural change expertise is developed through the Health Research and Learning Agenda, service mind-set, division-wide knowledge sharing (the global programme on HIV) and communities of* *practice, including innovative ways of working as a response to lessons learned and research results on the blood programmes.*

See comments above, as well as under the Health mid-year report.

OUTPUT 3: *Optimized and modernized processes and strengthened harmonious working by sharing capacities and resources within the new model for supplementary services.*

The provision of **supplementary services** has been widely recognized as part of a larger coordination framework enabling National Societies and the Secretariat to work together in the most efficient and effective way, in the ultimate interest of the vulnerable people.

The implementation of the new model for supplementary services continues to be the focus of both the programme services business group and partner NSs. During the period detailed briefings of the new model, and especially the new fees, were presented to the members of the Governing Board, Risk and Audit Committee, National Societies representatives, GSMT and field managers.

The Global Agreement template has been finalized and circulated to all NSs for their final comments. Following the meeting held in May, the Secretariat agreed to soften some of the language in the document to better reflect the spirit of coordination and the mutual experience gained with these agreements over the last ten years. The agreement will be redrafted and submitted to the NSs for signature. The Secretariat has also agreed to provide a note which could be used by NSs to explain better to donors and other external partners the working mechanisms of integration agreements.

The new optimized fees, (to be implemented as of 1st August) are based on the full cost recovery principles, meaning that full costs associated with providing the service delivery are charged. With the new system, the actual costs of service provision are made more transparent, cross-subsidisation between the IFRC programmes and services is eliminated, and there is increased management oversight of the costs of shared office and services costs.

With regard to the **Catalogue of Supplementary Services**, this has been published on FedNet, reflecting services, fees and all agreement-related information in one place. A more elaborate, online Catalogue where users will be able to activate agreements and order services is in its final stage of preparation and will be issued once the global agreements are finalized. The new Catalogue will be a part of the NSKD NS Technology Catalogue, and will also offer hosting in-country NS service provision.

In the interest of improving quality, all country managers have been reminded to understand and own the guiding principles behind the service provision, as well as the details on availability of services and equal treatment of all staff sharing offices, regardless of them being multilateral or bilateral staff. National Societies have been encouraged to report all cases related to the quality of provided services, so that these can be dealt with in a systematic way. At the same time, National Societies need to engage with in-country staff to better understand and agree expectations behind each of the offered services.

OUTPUT 4: *Sound operational security management structures and procedures are established and operating effectively, ensuring that IFRC operations and National Societies have good security awareness and are able to react to changing situations and circumstances in a timely manner.*

The security unit has focused on promoting the development of a culture of security both within the IFRC and member National Societies. This has included focus on security training and education both for IFRC operations and National Societies, conducting security assessments and providing direction to field managers on actions required to comply with MSR. Particular focus has been placed on the issue of security for volunteers. The security management capability of the zone offices has been enhanced through advocating for the deployment of more security specialists in the field. These specialists would be better placed to respond to the needs of both the IFRC and National Society operations as well as in assisting with the training of IFRC and National Society personnel in the field.

In terms of management structure and procedure the following has been achieved:

- Implemented and enforced the approved security framework and MSR monitored through assessment missions and annual MSR self-assessment review.
- MSR continued to be disseminated to member National Societies with advice on implementation provided as requested.
- Requested support provided to National Societies in developing internal security policies, a security framework and implementation of MSR.
- Greater capability of National Societies to incorporate security into their respective contingency plans.
- Effective critical incident management protocols disseminated and personnel practised in incident management.
- Appropriate agreements/Memorandums of Understanding established with a number of National Societies.
- National Societies have access to regional security support.

Stakeholder participation and feedback

As described under each output, the sectors covered by the programmes services business group continuously involve and engage with both internal and external stakeholders to carry out their work.

Consultations with National Societies, a broad range of humanitarian agencies and private sector partners as well as with beneficiaries have taken place in the development of tools, technical guidance and service provision.

Key Risks or Positive Factors

Specific risks and mitigation measures have been identified by the individual sectors. Those listed below are some of the most common factors identified for the business group as a whole:

Key Risks or Positive Factors	Priority **H**igh **M**edium **L**ow	Recommended Action
Inadequate funds to support key positions and programme priorities;	H	Promote and develop proposals for unearmarked, flexible and predictable funding;
Limited adoption and implementation of global tools, systems and strategies, as well as compliance with procedures and frameworks;	H	Adopt a participatory approach, including consultation, appropriate dissemination and training;
Quality and timeliness of service delivery not meeting expectations;	M	Provide feedback and technical support to ensure meeting of minimum standards;
Lack of coordination and/or willingness to be coordinated.	H	Adopt an inclusive approach, focusing on the most effective and efficient ways of operating.

Financial situation

Click here to go directly to the financial report.

How we work

All IFRC assistance seeks to adhere to the Code of Conduct for the International Red Cross and Red Crescent Movement and Non-Governmental Organizations (NGO's) in Disaster Relief and the Humanitarian Charter and Minimum Standards in Disaster Response (Sphere) in delivering assistance to the most vulnerable.

The IFRC's vision is to inspire, encourage, facilitate and promote at all times all forms of humanitarian activities by National Societies, with a view to preventing and alleviating human suffering, and thereby contributing to the maintenance and promotion of human dignity and peace in the world.

The IFRC's work is guided by Strategy 2020 which puts forward three strategic aims:

1. Save lives, protect livelihoods, and strengthen recovery from disaster and crises.
2. Enable healthy and safe living.
3. Promote social inclusion and a culture of nonviolence and peace.

Find out more on www.ifrc.org

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